



# Hiring Toolkit



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# Introduction

As the UK wine industry grows and diversifies, so too must its workforce. From vineyard teams and cellar hands to sommeliers, sales professionals, and educators, the people who shape this sector should reflect the customers it serves and the communities it touches.

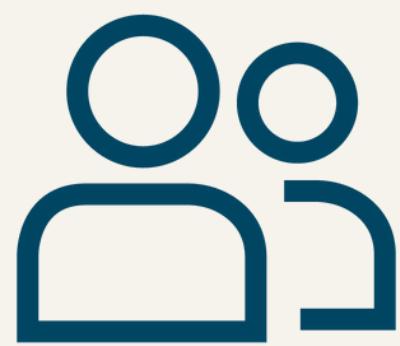
This guide is designed to help anyone involved in hiring, training, or supporting people in wine – whether you're a small producer, a new entrant, or an established business – create a more inclusive, equitable, and accessible industry. It's not just about policy, it's about practical tools that make it easier to do the right thing, even when time and resources are limited.

Inside, you'll find:

- Templates for job adverts, hiring policies, volunteer agreements, and harvest staff onboarding
- Checklists to support legal compliance, ethical hiring, and worker welfare
- Case studies from across the sector
- Insights into workforce demographics, access barriers, and inequalities
- Actionable steps for employers, educators, and policymakers
- A curated reading list for deeper learning

This is a toolkit for everyone who wants to build a fairer, more sustainable wine industry. Whether you're hiring your first seasonal team or reviewing your recruitment practices, this guide is here to help you take meaningful, manageable steps towards change.

# Key People Statistics in the UK Wine Industry



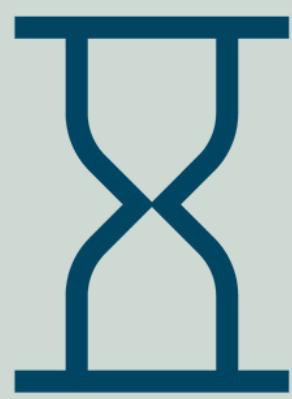
**10,600**  
people work in  
English and  
Welsh Wine

Today, an estimated 10,600 people are employed in English and Welsh wine, comprising **2,300 full-time** roles and around **8,300 part-time** or seasonal positions.



Vineyards generate **17X** more employment than traditional farming

The sector is also marked by its strong job creation potential. According to a 2021 report by the South Downs National Park, vineyards generate 17 times more employment than traditional farming, underlining wine's importance to rural economic development.



**9 in 10**  
vineyards use  
seasonal  
workers

A significant feature of the industry is its reliance on temporary labour: 86% of vineyards surveyed reported using seasonal workers, especially during the harvest period. This seasonal dependency highlights the vital role of **flexible labour** in the industry's production cycle.



**30,000**  
jobs expected by  
2040

Looking ahead, the industry is projected to support 30,000 jobs by 2040, pointing to a future of **increased employment and opportunity**.



**47%**  
Female



**52%**  
Male



**<1%**  
Other gender  
identities

In terms of demographics, the industry shows encouraging signs of **gender balance**: the workforce is approximately 47% female and 52% male, with 0.4% identifying as having other gender identities.

While this suggests a relatively balanced gender representation, it **does not reflect levels of responsibility or leadership.**



**26%**  
of leadership roles  
in hospitality are  
held by women

Only 25.8% of leadership roles in hospitality are held by women, while ethnic minorities make up just 9% of the **whole hospitality workforce**.



**Need for employers  
to record protected  
characteristics**

Additionally, broader diversity, particularly in terms of **race, class, sexuality, and accessibility**, remains an area for further exploration and action, especially as there is no statistical data on these **protected characteristics** for our industry.

As the UK wine sector grows, understanding and shaping the workforce will be critical to ensuring that it remains inclusive, sustainable, and fit for the future.

# Jobs - A Huge Variety

Many people outside the wine industry are unaware of the wide range of career opportunities it offers or how to begin pursuing them.

It's important to actively communicate the breadth and diversity of careers available in the wine industry, as many roles go far beyond the vineyard or cellar. While production positions, such as winemakers, viticulturists, and lab technicians, are central to crafting quality wine, a large portion of the workforce supports the industry through commercial roles in sales, marketing, logistics, finance, and buying. At the same time, hospitality and service positions – from sommeliers and wine educators to retail advisers and tasting room staff – play a key role in connecting wine to the public. There are also behind-the-scenes roles in warehousing, analysis, and administration. Without visible pathways or public awareness, these varied opportunities often remain hidden, limiting who feels the industry is for them. Increasing transparency and access to this wide array of roles is essential for opening up the sector to more diverse talent.



# How and where wine creates jobs



# Recruitment Landscape in the UK Wine Industry: In the Press

## 1. Raising Awareness Through National Wine Careers Week

- The inaugural National Wine Careers Week (May 12–18, 2025) aims to "raise awareness and understanding of careers in wine with a wider audience, who may not know much about the wine industry".

## 2. High Demand for Skilled Vineyard and Winery Roles

- WineGB analysis shows there is "strong demand for new vineyard managers and workers, as well as winemakers, operations managers and cellar hands".

## 3. Persistent Lack of Ethnic Diversity

- A UK wine trade survey found less than 15% of professionals come from Black or ethnic minority backgrounds and LITTLEWINE noted: "A fight for diversity and equality is long overdue... in the UK... 86% of respondents identified as white".

## 4. Need to Confront Implicit Bias

- Jancis Robinson, in her article "Widening the Wine World," stated: "Many of the diversity issues...come down to our implicit biases limiting who we include in wine and how... we can still learn to do things differently."

## 5. Sexism and Harassment Driving Attrition

- Curious Vines' research found that 78% of women surveyed felt sexism, gender bias, and harassment are serious issues, with 44% considering leaving the industry.

## 6. Limited Awareness of the Full Range of Roles in the Industry

- National Wine Careers Week 2025 aims to "highlight the breadth of opportunity across the entire wine value chain—from soil to shelf", including bottling, logistics, marketing, tourism, finance, and compliance, not just vineyard and winemaking roles.

# Cultural and Historical Exclusion in the Industry

The wider wine industry has historically been male-dominated, largely due to unequal access to opportunities, training, and professional recognition. For example, women in Australia were excluded from judging wine competitions until 1983, reflecting deep-rooted gender biases shaped by rural conservatism. However, the landscape is gradually changing. Mentorship programmes, improved networking opportunities, and shifting consumer and industry attitudes are helping to promote greater gender diversity and inclusion. While progress has been made, ongoing efforts are still needed to ensure lasting gender equity in the wine sector.

Even in the relatively new and rapidly evolving UK domestic wine industry, where it could be said the centuries-old traditions need not be as influential, gender inequality remains a concern. A recent survey conducted by Curious Vines and Proof Insights reveals that sexism remains a significant issue in the UK wine industry (all categories, not specifically related to English and Welsh wine production). Of the 726 women surveyed, 78% reported experiencing sexism or gender bias. The findings also show that 44% of women have considered leaving the industry due to the challenges they face, and one in three have experienced harassment—particularly younger women, with half of those affected aged 18 to 34. These results highlight ongoing structural and cultural issues that continue to impact women working in wine.

It's not just gender inequality that challenges the wine industry, broader issues of labour rights and exploitation are also deeply embedded, particularly due to the industry's heavy reliance on volunteer, temporary, and seasonal workers. This workforce, which is essential to vineyard operations, is especially vulnerable to abuse. Globally, systemic issues, such as the use of third-party labour contractors, weak enforcement of labour protections, and economic pressure to keep wine prices low, contribute to poor working conditions and widespread human rights violations. Even in the UK, these global patterns raise urgent questions about fair employment and ethical practices across all levels of production.

# Barriers to Entry to the UK Wine Industry

## Legal and Regulatory Barriers



- Work visa requirements for non-UK residents, especially post-Brexit.
- Alcohol licensing laws requiring certifications (e.g. a Personal Licence for selling alcohol).

## Education and Experience



- Lack of formal qualifications such as WSET certifications.
- Difficulty gaining practical experience without industry contacts or internships.

## Financial Barriers



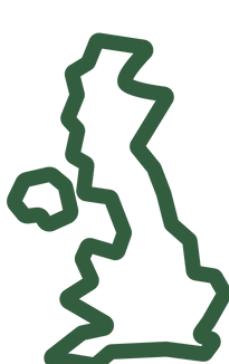
- High costs of wine education and certification courses.
- Low pay or unpaid entry-level and seasonal roles.

## Social and Network Barriers



- Strong reliance on industry networks and referrals.
- Limited diversity and representation in some areas of the industry.

## Geographic and Seasonal Constraints



- Jobs in vineyards or production often located in rural areas, requiring travel or relocation.
- Seasonal nature of many roles limits job stability and long-term opportunities.

## Specialised Knowledge



- Many roles demand in-depth wine knowledge and product expertise.

# A Snapshot: What You Can Do About It

Tackling barriers to entry in the wine industry requires action at every level. This section outlines what you can do, or what you can say, when someone asks how to support change.

## Producers and Employers

- Paid Internships
  - Offer structured, paid entry-level roles to increase accessibility and reduce financial barriers.
- Training on the Job
  - Create formal in-house training and mentorship schemes for those without prior experience.
- Outreach to Schools/Colleges
  - Partner with educational institutions to promote careers in wine to young people.
- Flexible Scheduling
  - Allow flexible working options to attract more diverse candidates (e.g. parents, students).
- Accommodate Diversity
  - Inclusive hiring practices and a welcoming workplace culture.
- Certify with people centered certification schemes to signal your good people culture
  - e.g. B Corp, Living Wage Employer, Great Place to Work®, SWGB, Disability Confident



## Government

- Reform Visa Policies
  - Simplify visa processes or offer sector-specific visas (e.g. agricultural or hospitality) for seasonal and skilled workers.
- Subsidise Training
  - Fund wine education courses like WSET for low-income individuals or jobseekers.
- Support Apprenticeships
  - Develop government-backed wine industry apprenticeships that combine on-the-job learning with formal education.
- Rural Transport Funding
  - Improve access to rural vineyard areas with better transport links or subsidised travel.
- Diversity and Inclusion Grants
  - Fund initiatives to increase representation from underrepresented groups.

## Educators (e.g. WSET, colleges)

- Lower Entry-Level Course Costs
  - Offer free or subsidised beginner courses or modular payment plans.
- Community Outreach
  - Deliver introductory wine classes in underrepresented communities and schools.
- Hybrid/Online Learning
  - Expand flexible, remote options to make wine education more accessible.
- Career Support
  - Provide job boards, mentorship programmes, and career advice as part of course offerings.
- Language Support
  - Offer multilingual materials or beginner English support to help those for whom English is not their first language.

## Industry Organisations (e.g. WineGB, The Drinks Trust)

- Create Industry Pathways
  - Develop and promote clear career maps for different wine roles.
- Host Job Fairs and Open Days
  - Connect aspiring workers with employers through industry events.
- Offer Grants and Scholarships
  - Provide funding for training, travel, or equipment for those facing financial barriers.
- Advocate for Policy Change
  - Lobby government to address systemic issues like visa restrictions and rural transport.
- Benchmark Diversity and Inclusion
  - Set industry standards and encourage members to report progress on accessibility and equity.
- Make information sharing easy with practical simple to adopt tools
  - WineGB has done this with our [EDI Hub](#) and [Safeguarding Toolkit](#)
  - Creation of this Hiring Toolkit
  - Host webinars on relevant topics
  - Work with others in the sector to disseminate information

## Individual

- Self-Education
  - Use free or low-cost online wine resources, podcasts, and blogs to build foundational knowledge.
- Volunteer or Intern
  - Offer time at local wine retailers, events, or vineyards to gain experience and build contacts.
- Networking
  - Attend industry tastings, trade fairs, and wine club events to meet professionals and mentors.
- Apply for Scholarships
  - Seek out funding opportunities from educational bodies (e.g. WSET scholarships).

# Benefit Your Business Through Inclusive Hiring

Today's customer base spans continents and communities; from urban millennials exploring natural wines to global consumers discovering varietals from emerging regions. In the UK, wine is enjoyed across a broad spectrum of society, and the industry must build teams that reflect this diversity: across race, gender, age, ability, and background.

## Representation Builds Connection

When diverse voices – from vineyard workers to sommeliers to marketers – are part of the conversation, the industry tells richer, more authentic stories. That drives deeper customer engagement, broader market appeal, and a brand identity people genuinely relate to.

## Inclusion Fuels Innovation

Diverse teams challenge norms and spark creativity. Whether it's rethinking packaging, expanding flavour profiles, or designing welcoming tasting experiences, inclusive hiring leads to ideas that resonate with more people.

## Wine is for everyone and the industry should be too.

Inclusive hiring isn't just the right thing to do, it's a smart, future-proof strategy that keeps the UK wine world vibrant, relevant, and resilient.



# Apprenticeships

If your business qualifies to pay the Apprenticeship Levy, there's a compelling opportunity to invest in the future of your workforce, particularly in the wine and viticulture sector. The government, through the Education and Skills Funding Agency, offers substantial support including:

- 95% funding towards approved qualifications
- A structured framework for employers, training providers, and apprentices
- Clear learning outcomes, behavioural standards, and industry-relevant skills development

This makes apprenticeships a cost-effective, high-quality route to grow your team and contribute to the future of the UK wine industry.

## How the Levy Works

If your annual payroll exceeds £3 million, your business contributes 0.5% of the amount above this threshold to the Apprenticeship Levy. This contribution can be used to fund apprenticeship training. Additional costs may include travel, accommodation for block release, and subsistence.

Employers typically pay around £15,000 for the course, spread via monthly direct debit. The application process is straightforward and managed through the Apprenticeship Service portal by your appointed mentor or payroll team.

## Training Commitment

Apprentices must dedicate a set number of hours, often over 700 hours depending on their contract, to structured training. These hours are logged electronically and must be supported by the employer.

Apprentices can be recruited through:

- Direct advertising
- Upskilling existing employees
- Support from the education provider

## The Role of the Employer and Mentor

A successful apprenticeship requires active involvement from the employer and a dedicated workplace mentor who:

- Understands the course curriculum and content
- Has time to support, assess, and encourage the apprentice
- Provides regular feedback to the training provider
- Prepares the apprentice for final assessments through practice and guidance

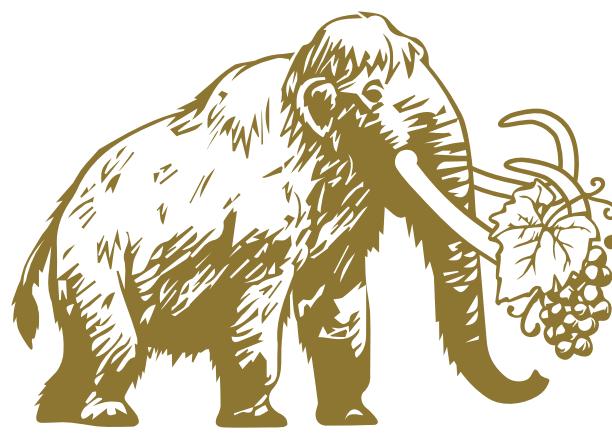
Regular check-ins are essential to track progress, review coursework, and connect learning to real-world vineyard operations. Walking the vineyard, discussing seasonal practices, and involving apprentices in data collection and decision-making are key to their development and final assessment success.

Due to the rural location of many vineyards and location of agricultural colleges it is important to consider how the apprentice will travel to the workplace and the college and other locations where they may be required to visit, and factor in any additional costs at the beginning of the apprenticeship programme.

## Real-World Success

WineGB's Knowledge Manager has successfully mentored two Level 3 Viticulture Crop Technician apprentices through the Plumpton College programme. In 2025, both the apprentice and employer were recognised with Viticulture Apprentice and Apprentice Employer of the Year awards.

If you'd like to hear first-hand experiences from employers, mentors, or apprentices, contact [gillian@winegb.co.uk](mailto:gillian@winegb.co.uk) to start the conversation or be connected with someone who's been through the process.



**SAFFRON GRANGE**  
ENGLISH SPARKLING WINE

Plumpton College's 2025 Viticulture Apprentice of the Year, Sophie Purkis Charters, from Saffron Grange Vineyard on why she took an apprenticeship and not a traditional education pathway...

*Having already completed a university degree course before changing career paths to work in viticulture, I knew that I didn't want to spend another three years in lectures. I did want to learn more viticultural technique, and get a qualification to back up my experience. The Crop Technician apprenticeship at Plumpton seemed like the perfect way to achieve that.*

*It was thanks to my employer, Saffron Grange Vineyard, that I was set in the right direction. I originally applied as an ordinary vineyard hand, but they had experience with the apprenticeship course, and thought it would add value both to myself and to the business. As I expected, learning on the job has proved infinitely more valuable to me than learning only from books. Especially in a field such as viticulture, being able to see the whole growing cycle on the ground over the course of two years consolidates the theoretical elements that we are taught at college and brings it all to life. Being able to discuss viticultural practices with the rest of my cohort, who were all employed in very different parts of the country and different types of business, was an excellent way of expanding my knowledge. Having done an apprenticeship also means I can continue in my current role, rather than having to roll straight from studying into job applications – which definitely takes the pressure off when exam season comes around!*

## Available Apprenticeship Course: Plumpton & Sparsholt

The Level3 Technician Viticulture Apprenticeship is a credible opportunity for employers to develop skilled and certified viticulturists within their teams. Employers and apprentices benefit from cost effective training and support during the apprenticeship.

Established first at Plumpton College, East Sussex, a second Level 3 apprenticeship course is to be launched at Sparsholt College in Hampshire, giving vineyards a choice of training venues, at least in the South East of England.

Level 3 Viticulture Apprenticeship are a combination of on-the-job learning and block release. As part of the course, apprentices will gain certificates in Emergency First Aid at Work, The Safe Use of Pesticides (PA1) NPTC and Air Assisted Sprayer (PA3) or Handheld Spray Applicator (PA6). If students have not achieved the qualifying level of Maths and English, they will be tutored in Level 2 Maths and English.

### Why Choose This Apprenticeship?

The programme is run and taught by highly experienced industry professionals and offers learners team and networking experiences with similar level students that last beyond the course. In a small industry, it is crucial for apprentices to build their industry-wide contacts for the future mutual benefit of the wine workers community.

Viticulturists play a crucial role in grape cultivation, managing everything from pest control and irrigation to pruning and harvest planning. This apprenticeship equips apprentices with the practical skills and theoretical knowledge essential for successful vineyard management, including canopy management, vineyard nutrition, and machinery use, pesticide handling and health and safety - key factors that directly impact grapevine health, soil quality, grape quality, crop yield and equipment, and personnel safety.

**Apprentices Will Learn:**

- Pest and disease management
- Yield forecasting and pruning techniques
- Canopy and vineyard floor management
- Vineyard establishment and harvest planning
- Nutrition application and irrigation tasks
- Health and safety and standard operating procedures
- Operation and maintenance of vineyard machinery
- Environmental legislation and record keeping

Whether you're looking to upskill your current team or bring new talent into your vineyard, this apprenticeship offers the perfect pathway to professionalise your workforce while minimising training costs.



# Creating Effective Job Adverts

Job adverts are often the first impression a candidate has of a workplace. Yet too many still contain barriers that unintentionally exclude talented individuals. Common issues include the use of gendered or biased language that subtly discourages women, non-binary, or marginalised groups from applying. Lack of accessibility statements and failure to offer adjustments can alienate disabled applicants, while an overemphasis on formal education or traditional career paths can shut out capable individuals with alternative experience or non-academic routes. Many job adverts still omit EDI statements, missing a key opportunity to signal a commitment to diversity and inclusion and to encourage applications from a broader range of candidates. In many cases, jobs are posted only in familiar or exclusive spaces; networks, platforms, or publications that do not reach underrepresented groups.

These patterns do more than limit diversity, they actively reinforce systemic inequality and create unnecessary barriers to entry into industries and workplaces, especially for those already facing disadvantage. If we want to build inclusive, equitable, and dynamic teams, how we advertise roles must change.



## Use Gender-neutral and Inclusive Language

Gendered language in job adverts, particularly the use of masculine-coded words, can significantly influence who feels encouraged or discouraged to apply. Research shows that terms, such as competitive, dominant, or driven, are more likely to deter women applicants as they may not identify with these traits due to societal conditioning and gender norms. On the other hand, feminine-coded words like supportive or empathetic are underrepresented in job ads, even in roles where those traits are vital.

This bias is often unintentional, but it has a measurable impact: organisations using masculine-coded language tend to receive fewer applications from women, limiting diversity from the outset. By contrast, using gender-neutral and inclusive language broadens the appeal of job adverts and contributes to more equitable hiring practices. Best practices include reviewing adverts with gender decoding tools and training hiring managers to spot and avoid biased language.

Ultimately, job ads don't just describe a vacancy, they signal who belongs. Crafting language carefully is a small but powerful step towards building more inclusive and diverse teams.

There is an online gendered word checker you can use that will highlight masculine and feminine coded words in your job adverts. It is a good tool to ensure you are not solely using masculine language and gives you an opportunity to change any heavily-coded language before posting.

[Click here to access the Gender Decoder to remove subtle biases in your job adverts.](#)

## Be Accessible

An inclusive job advert is more than a recruitment tool, it's a statement of values. It signals that your organisation is committed to fairness, accessibility, and welcoming talent from all backgrounds. Making job adverts inclusive isn't just the right thing to do, it also widens your talent pool, strengthens your brand, and helps build a more diverse and effective workforce.

### 1. Accessibility Starts with the Advert Itself

- Use Accessible Formats: Ensure your job adverts are compatible with screen readers and accessible on mobile devices. Avoid using PDFs that aren't screen-reader friendly, and use clear headings, bullet points, and plain formatting.
- Readable Language: Write in plain English. Avoid jargon, acronyms, or overly technical language unless absolutely necessary—and if you must use them, explain them clearly.
- Visual Accessibility: Use high-contrast colours and legible fonts. Avoid text embedded in images, and ensure any visuals used are not essential for understanding the role.

### 2. Be Transparent About Accessibility in the Role

- State Your Accessibility Policy: Include a clear statement about your commitment to accessibility and reasonable adjustments. For example: *"We are committed to making our recruitment process and workplace accessible. If you require any adjustments, please let us know."*
- Describe the Working Environment: If the role involves physical requirements or specific environments (e.g. standing for long periods, remote working, travel), be honest—but also highlight flexibility or accommodations available.
- Offer Contact for Questions: Provide a named contact or email address for candidates to ask questions about accessibility or adjustments.

### 3. Focus on Skills, Not Gatekeeping

- Avoid Unnecessary Requirements: Don't list formal qualifications unless they are essential. Instead, focus on transferable skills, experience, and potential. For example:
  - Instead of: "Must have a degree in marketing"
  - Try: "Experience in marketing, communications, or similar roles is welcome, whether gained vocationally or through formal qualifications."

## Accessibility Statements

An accessibility statement in the context of job adverts is a short declaration that communicates an employer's willingness and ability to accommodate the needs of applicants with disabilities or access requirements throughout the recruitment process. It reflects a commitment to inclusive hiring practices and ensures that all applicants, regardless of ability, have equal opportunity to apply, interview, and succeed.

Including an accessibility statement isn't just best practice, it's a clear signal that your organisation is inclusive, thoughtful, and legally aware. Here's why it matters:

### 1. Legal Compliance

In the UK, the Equality Act 2010 requires employers to make reasonable adjustments for disabled applicants. An accessibility statement helps demonstrate compliance with the law from the outset.

### 2. Removes Barriers and Builds Confidence

Candidates with access needs are more likely to apply if they know adjustments will be welcomed, not judged. It takes pressure off the applicant to "disclose" a disability and normalises the conversation.

### 3. Improves Candidate Experience

- It shows that you've thought about inclusive recruitment and are prepared to adapt processes, whether that means offering alternative formats, assistive technology, or flexible interview times.

### 4. Signals Organisational Values

- It reflects your company's commitment to equity and fairness—traits increasingly valued by modern job seekers and employees.

### 5. Helps Attract Diverse Talent

- People with disabilities and long-term conditions are underrepresented in many sectors. A clear, welcoming accessibility statement makes your advert more appealing to a broader range of applicants.



## Accessibility Statement Real World Examples (anonymised)

*If you have a disability or neurodiversity, we would be happy to discuss reasonable adjustments to the job with you.*

*If you require more information about our equal opportunities policy or wish to discuss any accessibility requirements or reasonable adjustments, please contact the recruitment team and we will be happy to help.*

*We are committed to supporting candidates throughout the recruitment process by supporting anyone who requires adjustments, in order to ensure they have the opportunity to perform at their best. All applicants will be considered equally and fairly. If you'd like to request any adjustments throughout the recruitment process, or would like to discuss flexible working patterns, please email the recruitment team in confidence*

*Many of our people work flexibly in some way and we are open to considering how we can accommodate flexible working arrangements alongside role requirements. If this is important to you, please talk to us about it during the recruitment process. We want you to perform at your best during our recruitment process so if there is any adjustment or support you need, please contact us so we can discuss how we can best assist you.*

*We are an inclusive employer and believe that flexible working options are for everyone. We want to make sure our working arrangements don't prevent anyone from joining us because of their personal circumstances. We also want to provide you with the best balance in your home and work life that we can. We are open to considering options including job sharing, part-time working, compressed hours working and different working locations, including hybrid working. Please visit our jobs pages or contact us to find out more.*

## Accessibility Statement Templates

### Option 1 - bare minimum

We are an equal opportunities employer. Please let us know if you require any reasonable adjustments during the recruitment process.

### Option 2 - good

We want our recruitment process to be accessible to everyone. If you need any adjustments or support, such as alternative formats, accessible interview arrangements, or help with the application, please contact us. We'll do our best to accommodate your needs.

### Option 3 - best practice

We are committed to making our hiring process as accessible and inclusive as possible. Whether you require alternative formats, assistive technologies, flexible interview options, or something else, we're here to support you. If there are any barriers that may prevent you from applying or fully participating, please contact [insert contact details]. We welcome feedback on how we can improve accessibility for all applicants.

## EDI Statements

An Equality, Diversity, and Inclusion (EDI) statement is a brief declaration included in job adverts or company communications that expresses an organisation's commitment to EDI. It signals that the employer values a diverse workforce and is actively working to create an inclusive, fair, and respectful environment for all employees regardless of their background, identity, or circumstances.

Including an EDI statement on job adverts serves several important purposes:

### 1. Attracts a Broader Range of Applicants

- It shows underrepresented groups, such as women, ethnic minorities, LGBTQ+ individuals, or people with disabilities, that they are welcome and encouraged to apply. This helps widen the talent pool and encourages applications from diverse backgrounds.

### 2. Signals Organisational Values

- It reflects the organisation's commitment to fairness, respect, and equity. This is increasingly important to job seekers, particularly younger candidates, who often prioritise working for socially-responsible employers.

### 3. Challenges Bias and Promotes Inclusion

- An EDI statement helps reduce the impact of unconscious bias by encouraging inclusive recruitment practices and demonstrating that inclusion is a priority from the outset.

### 4. Legal and Ethical Best Practice

- While not legally required, EDI statements support compliance with the UK Equality Act 2010 and demonstrate proactive engagement with workplace equality obligations.

### 5. Improves Employer Reputation

- Publicly committing to EDI can enhance the employing company, positioning the organisation as progressive, transparent, and committed to positive change.

## EDI Statements From Real World Job Adverts (anonymised)

*We encourage people of all different backgrounds and identities to apply. We are committed to maintaining an inclusive, supportive place for you to be you and do your very best work.*

*Our ethos is simple. We strive to do the best for our clients, our people and the communities in which we operate. We recognise that an inclusive workplace allows for all kinds of ideas and thoughts, a variety of points of view that can trigger discussions or deliver innovative results, and a wide range of versatile skills and expertise. We are proud of the diversity within our company and of our culture that allows people to be themselves at work, ensuring we provide the best possible service to our clients.*

*Our company is for everyone. Diversity drives innovation, strengthens our people, improves our service, and raises our excellence. Wherever you come from, wherever you are going, we'd love to hear from you.*

*We are fully committed to having an inclusive workforce to reflect the communities we serve. We don't just talk about diversity; we seek it, embrace it, and live it, for the benefit of our staff, our communities, and our environment. We are an equal opportunity employer which values diversity and inclusion.*

*We are committed to nurturing a workplace where we celebrate and respect difference, and support everyone to be true to who they are! We believe you can SHINE AS YOU ARE - no matter your age, gender, ethnicity, sexual orientation, disabilities, religion, or beliefs. We want to support you to be courageous in your individuality and to know that whoever you are and whatever your circumstances, you can belong with us without having to conform.*

## EDI Statement templates

### Option 1 - bare minimum

We are an equal opportunities employer. We do not discriminate on the basis of race, gender, age, disability, sexual orientation, religion, or any other protected characteristic.

### Option 2 - good

We value diversity and are committed to creating an inclusive environment for all employees. We welcome applications from individuals of all backgrounds, and we actively encourage people from underrepresented groups to apply.

### Option 3 - best practice

We believe diverse teams create stronger outcomes, and we are committed to equity, diversity, and inclusion at every stage of the employee experience. We strongly encourage applications from people of all ethnicities, gender identities, sexual orientations, ages, abilities, socio-economic backgrounds, and those with lived experience of marginalisation. Even if you don't meet every listed requirement, if you feel this role excites you and aligns with your values or skills, we'd love to hear from you.

## Job Postings

Posting job adverts exclusively in industry-specific spaces, such as niche forums, professional associations, or closed networks, can unintentionally create barriers to entry for people outside established circles. While these channels target experienced professionals, they often exclude diverse candidates, career changers, and those from underrepresented backgrounds, who may not have access to or awareness of these networks. This practice limits the talent pool and perpetuates a lack of diversity by reinforcing "who you know" rather than "what you can do".

To open the door wider and make roles accessible to a broader audience, organisations should diversify where they advertise jobs.

### Option 1 - bare minimum

Post job adverts on a few industry-specific websites or forums where the majority of professionals currently work or network.

### Option 2 - good

Alongside industry-specific sites, advertise roles on broader, accessible platforms, such as national job boards (e.g. Indeed, Reed), community groups, and social media channels to reach a wider, more diverse audience.

### Option 3 - best practice

Use a multi-channel approach that includes industry sites, general job boards, social media, and targeted outreach to diverse communities or organisations that support underrepresented groups. Actively promote roles through diversity networks, local community spaces and colleges, and apprenticeship programmes. Also, clearly state accessibility statements, EDI commitments and encourage applications from all backgrounds.

You could also:

- **Partner with community groups**
  - Promote opportunities directly to underrepresented or marginalised communities.
- **Work with training programmes or advocacy organisations**
  - Support people entering the workforce, including refugees, disabled people, or young people.
- **Use local community boards and spaces**
  - Such as libraries, shops, religious centres, or community halls, especially in rural or agricultural areas.
- **Engage with local schools, colleges, and job centres**
  - Build interest in wine careers early and offer visible entry points.



# Inclusive Interviews

Once candidates apply, the way you conduct interviews and make hiring decisions can have a significant impact on inclusion. A thoughtful, equitable selection process helps ensure that all applicants are assessed fairly and have an equal opportunity to succeed, regardless of background, identity, or life circumstances.

## Structured, Bias-Aware Interviews with Consistent Questions

Using a structured interview format, where all candidates are asked the same set of questions, reduces the risk of unconscious bias influencing decisions. Structured interviews help focus assessment on the skills, experience, and attributes that matter most for the role.

- Develop a scoring system or rubric in advance to evaluate responses objectively.
- Train interviewers to be aware of implicit bias (e.g. affinity bias, language bias, or assumptions about professionalism).
- Use competency or values-based questions to assess real-world capability, rather than relying on “gut instinct” or informal chat.

This is particularly important in the wine industry, where informal hiring and word-of-mouth recruitment are common but can unintentionally exclude qualified candidates from different backgrounds.

## Diverse Hiring Panels

A panel that includes people from different backgrounds, departments, or lived experiences helps reduce individual bias and encourages broader perspectives in evaluating candidates.

- Where possible, include gender, cultural, or role diversity on the interview panel, especially for leadership roles or community-facing positions.
- A diverse panel can help applicants feel more welcome and represented, setting a tone of inclusion from the outset.

- Even in smaller winery or vineyard teams, consider involving trusted advisors, board members, or community partners to bring varied viewpoints to the process.

### Accommodations for Applicants

An inclusive hiring process recognises that candidates may have different needs and provides flexibility to ensure everyone can fully participate.

Examples include:

- Offer interpreters or translated materials for candidates with limited English proficiency, particularly relevant for vineyard roles.
- Provide options, such as video calls, in-person, or written responses, to accommodate different abilities, time zones, or caregiving responsibilities.
- Avoid last-minute scheduling or overly complex application requirements, which can disadvantage candidates without reliable access to transport, internet, or time flexibility.
- Ask upfront if any adjustments are needed and be prepared to respond appropriately (e.g. additional time, accessible venues).



# Equitable Onboarding Processes

An equitable and inclusive onboarding process ensures all new team members – regardless of their new role, demographic or background – feel welcomed, informed, and supported from day one. Effective induction creates a sense of belonging, reduces misunderstandings, and lays the foundation for safe, respectful, and productive working relationships.

## Welcoming Materials in Multiple Languages Where Needed

In vineyards and wineries, teams may include workers who speak a variety of first languages. Providing key onboarding documents in those languages helps ensure all staff understand their roles, rights, and responsibilities and will make everyone feel respected and included.

- Translate essential materials, such as employment contracts, codes of conduct, schedules, and health & safety information.
- Use plain language and visuals where possible, especially for people with lower literacy or unfamiliarity with formal documents.
- Where translation is not possible, provide a verbal briefing in the appropriate language or use peer mentors to support understanding.

## Orientation on Rights, Health & Safety, and Workplace Expectations

An inclusive induction should cover:

- Employee rights (e.g. breaks, pay, complaint mechanisms, anti-harassment policies)
- Workplace safety protocols, especially in high-risk environments like cellars, bottling lines, or vineyard machinery zones
- Expectations around attendance, punctuality, teamwork, and communication

Take care to explain not just the rules, but why they matter—linking each point to worker safety, wellbeing, and fairness. For seasonal or short-term staff, especially those unfamiliar with local labour laws, this step is critical to avoiding exploitation and confusion.

### Cultural Sensitivity and Inclusive Workplace Norms

Use induction as an opportunity to introduce your winery or vineyard's values of respect, inclusion, and teamwork.

- Provide examples of what inclusive behaviour looks like in practice (e.g. respecting personal space, gender equality, being mindful of language and jokes).
- Reinforce that all staff are expected to treat each other with dignity, regardless of background, language, gender, race, age, or role.
- Consider brief training or a handout on intercultural awareness if you have a highly diverse team.

### Best Practice Ideas:

#### Assign a Buddy or Peer Mentor

Pair new starters with a more experienced colleague, who can offer informal support, especially during the first few days or weeks. This will help newcomers navigate both job-specific tasks and social or cultural aspects of the workplace.

#### Feedback Opportunity After Induction

Create a simple feedback form or verbal check-in after the first week/month to learn what's working or what needs improvement. This signals that you value employee voice and are open to improvement.



# Training and Professional Development

Investing in professional development is one of the most powerful ways to build a resilient, motivated, and inclusive workforce. It's about creating a culture where every team member feels valued, supported, and empowered to grow. Progression for all, regardless of background, and career advancement should never be limited by someone's starting point. Offer clear pathways for progression, such as:

- **Internal promotions**
- **Leadership development**
- **Training opportunities**
  - From technical certifications to soft skills workshops, learning should be available to all staff.
- **Mentoring and peer support**
  - Structured mentorship and peer support programmes play a vital role in building inclusive workplaces. These initiatives help bridge experience gaps, understanding, and create safe spaces for learning and growth.

Professional development is more than a benefit, it's a strategic investment in your team's potential that can also substantially reduce staff turnover. By prioritising progression, training, and inclusive support systems, organisations can unlock innovation, strengthen engagement, and build a workforce that reflects the values of equity and excellence.



# Staff Retention

Staff retention is a cornerstone of a healthy, sustainable, and successful organisation.

Prioritising the retention of talented employees yields benefits that ripple across financial performance, team morale, operational efficiency, and ethical responsibility.

## 1. Financial Efficiency: Saving Time and Money

Recruitment is expensive. From advertising roles and conducting interviews to onboarding and training, the costs quickly add up. High turnover means these expenses are incurred repeatedly, draining resources that could be better invested elsewhere. Moreover, new hires often take months to reach full productivity. Retaining experienced staff ensures continuity, reduces the learning curve, and maintains momentum—saving both time and money in the long run.

## 2. Operational Stability and Knowledge Retention

Long-term employees carry invaluable institutional knowledge. They understand the nuances of internal systems, customer relationships, and team dynamics. When they leave, that knowledge often goes with them, creating gaps that are hard to fill.

Retention fosters consistency, smoother workflows, and stronger collaboration. Teams with stable membership tend to be more cohesive, resilient, and innovative.

## 3. Ethical Responsibility and Staff Wellbeing

From an ethical standpoint, valuing and retaining staff reflects a commitment to treating people with respect and care. It signals that employees are not just resources—they're individuals whose wellbeing matters. Retention strategies often include fair pay, professional development, flexible working, and mental health support. These aren't just perks, they're essential components of a workplace culture that nurtures loyalty, trust, and satisfaction.

#### 4. Reputation and Recruitment

Organisations known for high retention rates often attract top talent. A reputation for valuing employees builds trust externally and internally. It shows that the company invests in people, not just profits.

Happy employees become brand ambassadors, sharing positive experiences that enhance the organisation's image and make future recruitment easier and more effective. This can, in turn, also encourage conscious shoppers who look into how staff are treated before deciding on a brand to shop with.



# Monitoring and Accountability

Creating an inclusive and effective hiring process doesn't end with writing a good job advert or conducting interviews, it requires ongoing monitoring, accountability, and a commitment to continuous improvement. By collecting data, reviewing practices, and setting clear goals, organisations can ensure their recruitment processes are fair, transparent, and aligned with their values.

## Collect and Analyse Hiring Data (Anonymised)

- Data is essential for understanding how inclusive and effective your hiring practices really are.
- Track Key Metrics: Collect anonymised data on applicant demographics, progression through stages, offer rates, and acceptance rates. This helps identify patterns of bias or barriers to access.
- Respect Privacy: Ensure all data is anonymised and handled in line with data protection regulations. Participation in demographic monitoring should be voluntary and clearly explained.
- Use Data to Inform, Not Just Report: Don't just collect data for the sake of it—use it to ask critical questions. Are certain groups underrepresented at interview stage? Are there disparities in offer rates?

## Regularly Review Recruitment Practices and Impact

- Recruitment processes should evolve based on evidence and feedback.
- Audit Recruitment Stages: Review job descriptions, shortlisting criteria, interview formats, and decision-making processes. Are they inclusive? Are they consistently applied?
- Seek Feedback: Gather insights from candidates (successful and unsuccessful), hiring managers, and HR teams. What worked well? What could be improved?
- Benchmark Progress: Compare current outcomes with past data and industry standards. Are you moving in the right direction?

## Set SMART Targets for Improvement

- Accountability means setting goals and making them meaningful.
- **S**pecific: Define exactly what you want to improve (e.g. "Increase the percentage of shortlisted candidates from underrepresented backgrounds").
- **M**easurable: Use data to track progress (e.g. "from 15% to 25% over 12 months").
- **A**chievable: Be ambitious but realistic. Targets should stretch the organisation without setting it up to fail.
- **R**elevant: Align goals with broader organisational values and diversity, equity, and inclusion (DEI) strategies.
- **T**ime-bound: Set clear deadlines for review and reflection.



# Hiring Agency Staff

The wine industry is a unique blend of tradition, craftsmanship, and seasonal intensity. From vineyard to bottle, its operations often require a flexible and skilled workforce, making agency staff a vital part of the sector's success. However, hiring agency workers should be approached with care, balancing business needs with ethical and moral responsibilities.

## 1. Business Necessity and Operational Agility

- Seasonal Demands: Harvesting, bottling, and distribution often peak at specific times of the year. Agency staff provide the flexibility to scale up quickly without long-term commitments, ensuring productivity during critical periods.
- Specialised Skills: Many agency workers bring valuable expertise in viticulture, cellar operations, or logistics. Their experience can enhance quality and efficiency, especially when permanent staff are stretched thin.
- Cost and Time Efficiency: Agencies streamline recruitment, saving time on advertising, interviewing, and onboarding. This is especially beneficial for small producers or family-run vineyards with limited HR capacity.

## 2. Ethical Considerations in Employment Practices

- Fair Treatment and Pay: Agency staff should receive fair wages and working conditions, particularly during physically demanding harvest seasons. Businesses must ensure that agencies they work with uphold ethical labour standards.
- Health and Safety: Vineyard and winery work can be hazardous. Temporary staff must be properly trained and equipped, with equal access to safety protocols and support as permanent employees.
- Transparency and Inclusion: Agency workers should be welcomed as part of the team, with clear communication about their roles and respectful integration into the workplace culture.

### 3. Moral Responsibility and Community Impact

- Supporting Local Economies: Many wine businesses are deeply rooted in rural communities. Hiring agency staff ethically can support local employment and reduce reliance on exploitative labour practices.
- Human Dignity and Respect: Whether pruning vines or packing bottles, every worker contributes to the final product. Treating agency staff with dignity reflects the values of craftsmanship and care that define the wine industry.
- Long-Term Relationships: Some agency workers return season after season. Building respectful, ongoing relationships with them fosters loyalty, consistency, and a sense of shared pride in the work.

Agency staff are not just a stopgap, they're an essential part of the wine industry's rhythm and resilience. By hiring them thoughtfully and ethically, wine businesses can meet seasonal demands while upholding the values of fairness, respect, and community.



# Case Studies

When it comes to improving workplace culture, recruitment practices, or employee wellbeing, it can be hard to know where to start. That's where case studies come in. They provide real-world examples of how organisations are turning values into action, and challenges into progress.

Case studies help you see what's possible. They show how others in your industry are approaching the same questions you might be asking: How do we create a more inclusive workplace? How can we support staff wellbeing in a seasonal business? What does a meaningful development framework look like in practice?

By looking at how your peers are navigating these issues, you gain insight into the range of options available. You can see what's working, what's scalable, and what might be adapted to suit your own context. Whether it's a vineyard introducing a wellbeing framework or a hospitality business gaining certification for inclusive practices, case studies make abstract ideas tangible.

They also help you benchmark. Seeing how others are recognised, through awards, certifications, or employee feedback, can help you assess where you are now and where you might want to go. They offer a mirror and a map: a reflection of what's happening in the sector, and a guide to what's possible. Importantly, case studies also show that progress doesn't have to be perfect or linear. They often include the challenges faced, the lessons learned, and the adjustments made along the way. That honesty can be just as valuable as the success itself.

In short, case studies are a powerful tool for learning, planning, and building confidence. They remind us that we're not starting from scratch and that meaningful change is already happening, one step at a time.



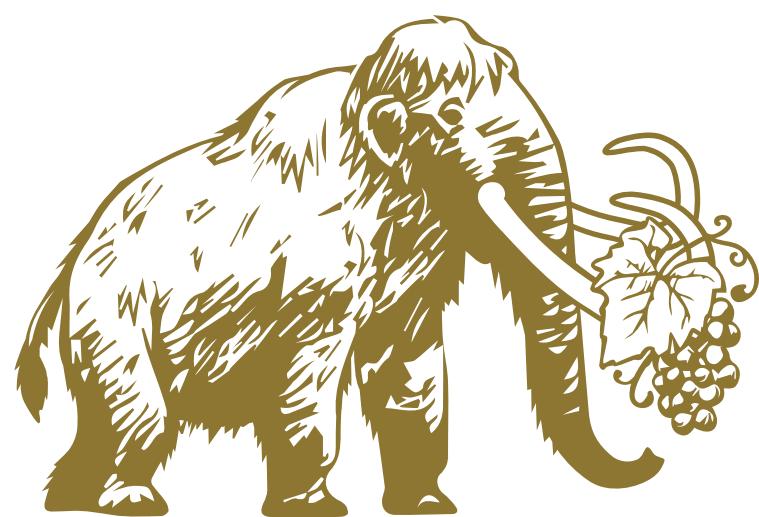
## CAMELVALLEY CORNWALL

Camel Valley winery has transitioned from depending on agencies or migrant workers to involving its local community for seasonal harvests, creating a sense of cooperation and belonging.

They use Facebook to recruit local volunteers, drawing around 60 participants eager to engage in grape picking. By streamlining their recruitment process, they secure commitments from a core group, ensuring productivity remains high despite occasional dropouts.

The winery values quality over quantity, welcoming diverse workers, such as remote employees and retirees. This approach promotes camaraderie and wellbeing through a half-day picking strategy. They offer living wages and provide training to enhance worker pride and safety. Community involvement also includes partnerships with local charities, aiding marginalised individuals in rejoining the workforce.

As the harvest season concludes, Camel Valley hosts community tours and celebrations, strengthening connections and shared experiences. Their approach serves as a model for other agricultural ventures, emphasizing inclusivity, fair wages, and community engagement.



## SAFFRON GRANGE ENGLISH SPARKLING WINE

Saffron Grange Vineyard has established itself as a leader in nurturing future talent. Through its viticulture apprenticeship participation in partnership with Plumpton College, the vineyard offers a structured and immersive experience that combines academic study with hands-on training in wine production.

The apprentices at Saffron Grange come from a variety of backgrounds, some transitioning from unrelated careers, others bringing international experience in viticulture. Throughout their apprenticeships, participants are involved in every aspect of vineyard life. Their responsibilities range from canopy management and pruning to composting, frost protection, and ecological practices, such as birdwatching and beekeeping. This holistic approach reflects the vineyard's deep commitment to environmental stewardship, regenerative, and sustainable viticulture.

The apprenticeship programme is both challenging and rewarding. Apprentices balance practical work with academic assignments, gaining insights into the science and sustainability behind viticulture. Many find the experience transformative, appreciating the opportunity to learn in a supportive, nature-rich setting.

Saffron Grange Vineyard's dedication to its apprentices has not gone unnoticed. In 2025, one of its apprentices was named Viticulture Apprentice of the Year, while another received the prestigious Vintners Apprentice Award. The vineyard itself was honoured as Apprentice Employer of the Year, a testament to its commitment to excellence in training and mentorship.



# RIDGEVIEW

ENGLAND

In November 2024, Ridgeview Wine Estate, became one of the first UK vineyards to be officially certified as a Great Place to Work®. This certification is based on rigorous employee feedback and a detailed review of workplace culture, policies, and practices. It recognises organisations that foster trust, pride, and camaraderie among their teams.

At Ridgeview, 89% of employees said it is a great place to work, well above the UK average of 54%. The certification highlighted particularly strong results in areas, such as fairness, safety, and ethical leadership. All surveyed employees agreed that people are treated fairly regardless of sexual orientation, and that management is honest and ethical in its business practices. Nearly all respondents also felt that the workplace is physically safe and that people genuinely care about one another.

The company's approach to employee wellbeing and engagement is both structured and heartfelt. Ridgeview has implemented a Wellbeing Framework that supports mental and physical health, and it hosts an annual INSET enrichment day for all staff. Employees are also given a volunteering day each year to contribute to causes they care about, and monthly staff celebrations help foster a sense of community and appreciation.

## SIMPSONS



ENGLISH WINE ESTATE

Simpsons' Wine Estate demonstrates a strong commitment to gender balance and inclusivity, boasting 50% female staff, including in leadership positions. Women are involved across all areas of the business, from vineyard management to sales and marketing, creating a representative and equitable workplace culture. To promote diversity in the wine industry, Simpsons actively engages with local schools through outreach visits, encouraging young people to explore careers in viticulture and wine. This initiative not only inspires the next generation but also helps cultivate a more inclusive industry. By prioritising diversity and community engagement, Simpsons sets a positive example, showcasing how an inclusive environment can drive success in the wine sector.



CHAPEL DOWN

In 2023, Chapel Down was named one of The Sunday Times Best Places to Work, a recognition that celebrates organisations across the UK for their commitment to employee wellbeing, engagement, and workplace culture. This award is based on confidential employee feedback and reflects how staff feel about their work, their colleagues, and the leadership of the business.

Chapel Down's inclusion in the list was underpinned by strong employee satisfaction across several key areas, including happiness at work, confidence in leadership, and pride in being part of the organisation. In response to the recognition, the company highlighted a number of initiatives that contributed to this positive culture. These included the introduction of a Wellbeing Framework to support mental and physical health, a company-wide bonus scheme, enhanced family leave policies, and a Personal Development Review process to support career growth. The business also offers an Employee Assistance Programme, providing confidential support to staff when needed.

These initiatives are rooted in Chapel Down's core value of "Deliver Together," which emphasises collaboration, individuality, and mutual support. The company's approach demonstrates a clear commitment to creating a workplace where people feel valued, supported, and able to thrive.



## The Vintners' Company

In 2024, the UK wine industry welcomed a new initiative aimed at nurturing its future leaders: the Vintners' UK Wine Apprentice Award. Sponsored by The Vintners' Company, one of London's historic livery companies, the award was created to support young professionals in viticulture, winemaking, and wine business management through education and training at Plumpton College, the UK's leading wine education institution.

The award was established with a clear mission: to invest in the next generation of wine professionals and ensure the long-term success of the UK wine industry. It recognises emerging talent and provides financial support to help recipients gain the knowledge, skills, and qualifications needed to thrive in the sector.

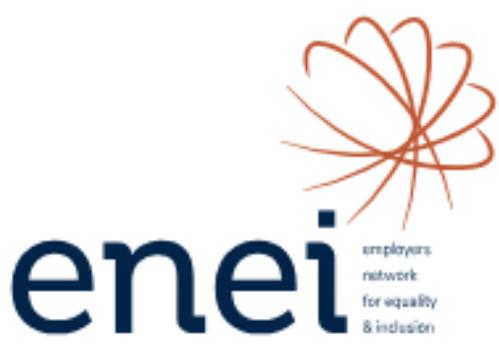
By offering a scholarship for formal study, the award helps bridge the gap between ambition and opportunity, particularly for those working in hands-on roles who may not otherwise have access to structured training.

The Vintners' UK Wine Apprentice Award represents a significant step in professionalising and diversifying the UK wine workforce. By combining financial support with access to high-quality education, it empowers young professionals to build meaningful careers and contribute to the industry's growth.

As the award continues annually, it is expected to become a cornerstone of talent development in the UK wine sector, celebrating passion, potential, and progress.

# Resource List

Company	What they offer
<b>Gender Decoder</b>	Finding subtle bias in job ads <a href="#">Gender language bias checker</a>
 <b>acas</b> working for everyone	Acas gives employees and employers free, impartial advice on workplace rights, rules and best practice. ACAS <ul style="list-style-type: none"> <li>• <a href="#">General advice</a></li> <li>• <a href="#">Pay and hours</a></li> <li>• <a href="#">Workers rights</a></li> <li>• <a href="#">Zero hours contracts</a></li> <li>• <a href="#">Apprentices</a></li> <li>• <a href="#">Equality and Wellness</a></li> <li>• <a href="#">Useful templates</a></li> <li>• <a href="#">Accessibility</a></li> </ul>
 <b>AccessAble</b> Consultancy	The largest provider of accessibility information across the UK. Supporting clients to improve and communicate their accessibility offer, with valuable data and actionable insight. <a href="#">Access Able - accessibility consultancy</a>
 <b>Gangmasters &amp; Labour Abuse Authority</b>	The UK's primary agency for investigating and preventing labour exploitation, including modern slavery and illegal gangmaster activity. <a href="#">Gangmasters and Labour Abuse authority</a>
 <b>inclusive workplaces</b> People, Culture and Inclusion Services	Inclusive Recruiting offers end-to-end EDI consultancy and inclusive hiring support. <ul style="list-style-type: none"> <li>• <a href="#">Recruitment strategy and role design</a></li> <li>• <a href="#">Culture transformation and training</a></li> <li>• <a href="#">Employee experience and onboarding support</a></li> </ul>
 <b>INCLUSIVE HIRING WORKS.</b>	Inclusive Hiring Works specialises in inclusive recruitment audits and training. <ul style="list-style-type: none"> <li>• <a href="#">Application process audits</a></li> <li>• <a href="#">Interview training and bias reduction</a></li> <li>• <a href="#">Careers website accessibility and data analysis</a></li> </ul>

 <p><b>INCLUSIVE COMPANIES</b></p>	<p>Inclusive Companies promotes best practices in diversity and inclusion across UK employers.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Inclusive Top 50 UK Employers list</a></li> <li>• <a href="#">EDI Benchmarking</a></li> </ul>
<p>WINE GB</p>	<p>WineGB's People Support Hub provides resources for inclusive hiring in the UK wine industry.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Workplace wellbeing and legal guidance</a></li> </ul>
<p>offploy</p>	<p>Offploy supports inclusive hiring of ex-offenders and underrepresented groups.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Access to Work and Disability Confident schemes</a></li> </ul>
<p>CIPD</p>	<p>CIPD provides evidence-based guidance for inclusive recruitment and workplace practices.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Inclusive recruitment guides and case studies</a></li> </ul>
<p>ROCKET LAWYER.</p>	<p>Rocket Lawyer UK offers free legal templates for recruitment and employment policies.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Recruitment policy templates</a></li> </ul>
	<p>National inclusion experts offering tailored training.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Inclusive recruitment training</a></li> </ul>
	<p>Official Government guidance on agency workers' rights.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Legal entitlements, equal treatment, maternity rights, access to facilities</a></li> </ul>
<p>WONDER.LEGAL UK</p>	<p>Customisable employment contract generator.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Word/PDF formats, fixed-term or indefinite</a></li> </ul>

# Templates

Creating policies and agreements from scratch can be time-consuming and complex, especially for small teams or organisations without dedicated HR staff. That's where templates come in.

By using well-designed templates, you can quickly adapt content to suit your organisation's values, sector, and staffing needs.

## Benefits of Using Templates

- Saves time: No need to reinvent the wheel.
- Reduces risk: Templates often include legally compliant language.
- Promotes consistency: Ensures all staff and volunteers receive clear, standardised information.
- Supports inclusivity: Many templates are designed with accessibility and equity in mind.
- Easy to customise: You can tailor them to reflect your organisation's tone, branding, and values.

Here are some templates for you to support your inclusive hiring:

- Code of conduct,
- Volunteer agreement,
- Hiring policy,
- Harvest staff policy agreement.

Use these templates for inspiration, copy and paste the text and fill in your own relevant information, or use them as prompts to create your own from scratch.

# Code of Conduct for Volunteer, Temporary, or Seasonal Template

[Vineyard Name]

## 1. Purpose of this Code

This Code of Conduct outlines the expectations, responsibilities, and standards of behaviour for all volunteers, temporary, and seasonal workers at [Vineyard Name]. It is designed to ensure a safe, respectful, and productive working environment for everyone involved.

## 2. General Conduct

- Treat all colleagues, customers, and visitors with respect, fairness, and courtesy.
- Maintain a professional attitude while on duty.
- Refrain from discriminatory, harassing, or offensive behaviour of any kind.
- Respect the confidentiality of any business-related information.

## 3. Attendance and Timekeeping

- Arrive on time for scheduled shifts and notify your supervisor as early as possible if you are unable to attend.
- Take breaks as scheduled and do not leave your work area without informing a supervisor.
- Accurately record hours worked (if applicable).

## 4. Health and Safety

- Follow all health and safety guidelines and training provided.
- Wear appropriate clothing and protective equipment as required.
- Report any accidents, injuries, or unsafe conditions to a supervisor immediately.
- Do not operate machinery or equipment without appropriate training or authorisation.

## 5. Work Expectations

- Follow instructions given by supervisors and ask for clarification when needed.
- Perform tasks carefully and efficiently, with attention to quality.
- Maintain cleanliness and organisation in your work area.
- Be open to learning and working as part of a team.

## 6. Alcohol and Substance Use

- The consumption of alcohol or use of illegal substances during work hours is strictly prohibited.
- Anyone found under the influence while working will be asked to leave immediately.

## 7. Use of Property and Equipment

- Treat all vineyard tools, equipment, and facilities with care.
- Report any damage or faults to a supervisor immediately.
- Do not remove any items from the vineyard without permission.

## 8. Behaviour Expectations

- Remain respectful and cooperative at all times, even during busy or challenging periods.
- Offensive language, aggression, or discriminatory remarks will not be tolerated.
- Understand that your actions represent the values and reputation of [Vineyard Name].

## 9. Breach of Code

- Failure to follow this Code of Conduct may result in your role being reviewed and, where necessary, ended. All issues will be handled fairly and in line with relevant employment law and vineyard policies.

**10. Agreement**

I confirm that I have read, understood, and agree to abide by this Code of Conduct during my time working with [Vineyard Name].

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Volunteer agreement

## 1. Introduction

Thank you for volunteering with [Vineyard Name]. This agreement sets out what you can expect from us, and what we ask from you in return, to ensure a positive and productive volunteering experience.

## 2. Volunteer Role

Role Title: \_\_\_\_\_

Location: \_\_\_\_\_

Duration & Schedule: \_\_\_\_\_

Role Description: [Briefly describe main tasks and responsibilities.]

## 3. Commitment

- You agree to volunteer for the agreed duration and attend scheduled shifts as arranged.
- We ask that you give as much notice as possible if you are unable to attend.
- We understand that volunteering is flexible and appreciate your commitment.

## 4. Support and Training

- We will provide you with the necessary training and support to carry out your role safely and effectively.
- You will have access to a supervisor or contact person for guidance.

## 5. Health and Safety

- You agree to follow all health and safety instructions and report any accidents or hazards immediately.
- Please inform us of any health conditions or special requirements that may affect your volunteering.

## 6. Expenses

[State policy on expenses, e.g., "Reasonable out-of-pocket expenses will be reimbursed with prior agreement."]

## 7. Confidentiality

You may have access to sensitive information. Please respect confidentiality and do not disclose information outside your volunteer role.

## 8. Insurance

While volunteering with [Vineyard Name], you are covered under our insurance policy for public liability and personal accident during agreed activities.

## 9. Ending the Agreement

Either party may end this agreement at any time. We ask that you notify us in advance where possible.

## 10. Volunteer Declaration

I confirm that I have read and understood this agreement and agree to volunteer under the terms described.

Volunteer Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Vineyard Representative: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Hiring Policy

## 1. Purpose

This policy sets out [Vineyard Name]’s commitment to an inclusive, accessible, and fair recruitment process. We aim to attract a diverse workforce by removing barriers and promoting equal opportunities for all candidates, supporting the growth and sustainability of the UK wine industry.

## 2. Scope

This policy applies to all job vacancies, including permanent, temporary, seasonal, and volunteer roles across [Vineyard Name].

## 3. Principles

- 3.1 Equal Opportunity

- We are committed to providing equal opportunities regardless of gender, ethnicity, age, disability, sexual orientation, religion, or socio-economic background.
- Discrimination, bias, or harassment of any kind will not be tolerated in any recruitment stage.

- 3.2 Accessibility

- Job adverts will be written in clear, gender-neutral language, avoiding jargon or unnecessary qualifications.
- We will ensure adverts and application processes are accessible to candidates with disabilities, including providing alternative formats and reasonable adjustments.
- Where relevant, flexible working options will be highlighted.

- 3.3 Reducing Barriers to Entry

- We will advertise roles widely, beyond industry-specific platforms, to reach diverse communities and underrepresented groups.
- Previous industry experience or formal qualifications will only be required where essential; transferable skills and potential will be valued.

### 3.4 Transparency

- Job adverts will include clear information on role responsibilities, salary, benefits, and development opportunities.
- Recruitment decisions will be based on merit and alignment with role requirements.

## 4. Recruitment Process

- 4.1 Job Adverts
  - Follow the Inclusive Job Advert Checklist to ensure language, format, and distribution meet our commitments.
  - Include an Equality, Diversity & Inclusion (EDI) statement that affirms our commitment.
- 4.2 Application & Selection
  - Provide accessible application methods and accept reasonable adjustments.
  - Use structured interviews and clear criteria to minimize unconscious bias.
  - Provide feedback to candidates when possible to support transparency.
- 4.3 Training
  - Hiring managers and recruiters will receive regular training on inclusive recruitment and unconscious bias.

## 5. Monitoring & Continuous Improvement

- We will collect and review anonymized data on recruitment outcomes to monitor diversity and identify areas for improvement.
- Feedback from candidates and new hires will be sought to enhance the recruitment experience.
- This policy will be reviewed annually and updated to reflect best practice and legal requirements.

## 6. Accountability

- All employees involved in recruitment are expected to adhere to this policy.
- Breaches may lead to disciplinary action.

## 7. Policy Review

This policy is reviewed annually or as required by changes in legislation or best practice.

Name:

Signed:

Date:

## Harvest Staff Policy - to be signed by staff

### 1. Purpose

This policy sets out the standards, expectations, and protections for all staff: permanent, temporary, and seasonal, who participate in harvest-related activities at [Vineyard Name].

Our goal is to ensure a safe, fair, and respectful working environment throughout the demanding harvest period.

### 2. Scope

Applies to all employees and volunteers involved in vineyard harvest tasks, including grape picking, processing, and related duties.

### 3. Work Hours and Overtime

- Harvest work often requires extended hours to meet critical timelines. We will ensure overtime is voluntary, fairly compensated, and compliant with UK employment laws.
- Overtime rates, breaks, and rest periods will be clearly communicated and strictly adhered to.
- Staff will never be pressured to work beyond their limits and are encouraged to report fatigue or concerns.

### 4. Physical Labour Ethics and Wellbeing

- Harvest is physically demanding; we are committed to respecting the wellbeing of all workers.
- Tasks will be rotated where possible to reduce repetitive strain.
- Adequate rest breaks, hydration, and access to shade or shelter will be provided.
- Staff will be encouraged to speak openly about health or discomfort and request adjustments or support.

## 5. Training and Supervision

- All harvest workers will receive appropriate induction and ongoing training tailored to their role and experience.
- Training will cover safe use of tools, equipment operation, and awareness of potential hazards.
- Supervisors will provide clear instructions, monitor workloads, and support staff wellbeing.

## 6. Health and Safety

- We are committed to full compliance with all relevant health and safety legislation.
- Personal protective equipment (PPE) will be provided as required and must be used.
- Any accidents, injuries, or unsafe conditions must be reported immediately to supervisors.
- Regular safety briefings and risk assessments will be conducted throughout the harvest season.

## 7. Equal Treatment and Respect

- All workers will be treated fairly and with respect regardless of employment status, gender, age, ethnicity, or background.
- Harassment, discrimination, or bullying in any form will not be tolerated.
- Clear reporting channels for grievances or concerns will be communicated to all staff.

## 8. Communication and Feedback

- Open communication is encouraged; workers are invited to share feedback or raise concerns at any time.
- Regular check-ins will be held to assess workload, wellbeing, and address any issues promptly.

## 9. Policy Review

This policy will be reviewed annually and updated to reflect changes in legislation, best practices, and feedback from staff.

### Acknowledgement

I confirm I have read and understood the [Vineyard Name] Harvest Season Staff Policy and agree to comply with its terms.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

# Checklists

## Checklist for Producers for Hiring Volunteers and Temporary Workers

Use this list below to overcome some of the key issues related to the use of Seasonal, Temporary and Volunteer Workers

Item	Tick
Ethical and Legal Practices	
Use clear job descriptions and written agreements (even for volunteers)	
Avoid unpaid labour where the role replaces paid work	
Partner with agencies that uphold ethical recruitment standards	
Stay up to date with employment law and visa regulations	
Improve Accessibility	
Offer transport support or shared travel options	
Explore affordable or shared accommodation nearby	
Advertise jobs beyond industry platforms to reach new audiences	
Training and Retention	
Provide a structured induction and basic training	
Offer skill-building activities during seasonal roles	

Invite strong seasonal staff to return or apply for permanent roles	
Health and Safety Considerations	
Personal protective equipment (PPE) will be provided as required and must be used.	
Any accidents, injuries, or unsafe conditions must be reported immediately to supervisors.	
Create and update risk assessments throughout the harvest season	
Respect and Recognition	
Pay fairly and transparently	
Include all workers in team communication and culture	
Celebrate contributions (e.g. end-of-harvest thank-yous)	
Build Career Pathways	
Provide opportunities to connect with colleges or training schemes	
Offer rotational experiences across departments	
Gather feedback to improve seasonal worker experience year-on-year	

## Job Advert Checklist

This checklist is designed to help producers, employers, and organisations craft job adverts that attract a broader range of candidates and actively contribute to removing systemic barriers to entry in the sector.

Item	Tick
Language and Tone	
Avoid gender-coded adjectives (e.g. replace "competitive" or "dominant" with "collaborative" or "motivated")	
Replace jargon with plain English to ensure clarity for all readers	
Structure and Content	
Clearly state the role's purpose and key responsibilities	
Separate essential and desirable criteria to avoid deterring underrepresented applicants	
Include pay and benefits information (transparent salaries help reduce inequality)	
Avoid requiring specific wine qualifications or degrees unless absolutely necessary	
Highlight transferable skills where appropriate	
Accessibility	
Use accessible formatting (clear headings, readable fonts, plain background)	
Offer alternative formats on request (e.g. large print, audio)	

State willingness to provide reasonable adjustments for applicants with disabilities	
Include Accessibility Statement	
EDI	
Include an EDI statement (at minimum, a sentence affirming your commitment to fair hiring)	
Mention flexible working or part-time options if applicable	
Reducing Barriers to Entry	
Advertise beyond traditional wine or hospitality networks (e.g. community centres, non-industry job boards, schools/colleges)	
Avoid requiring previous wine industry experience unless it's absolutely essential	
Include a short statement on your willingness to support learning and progression	

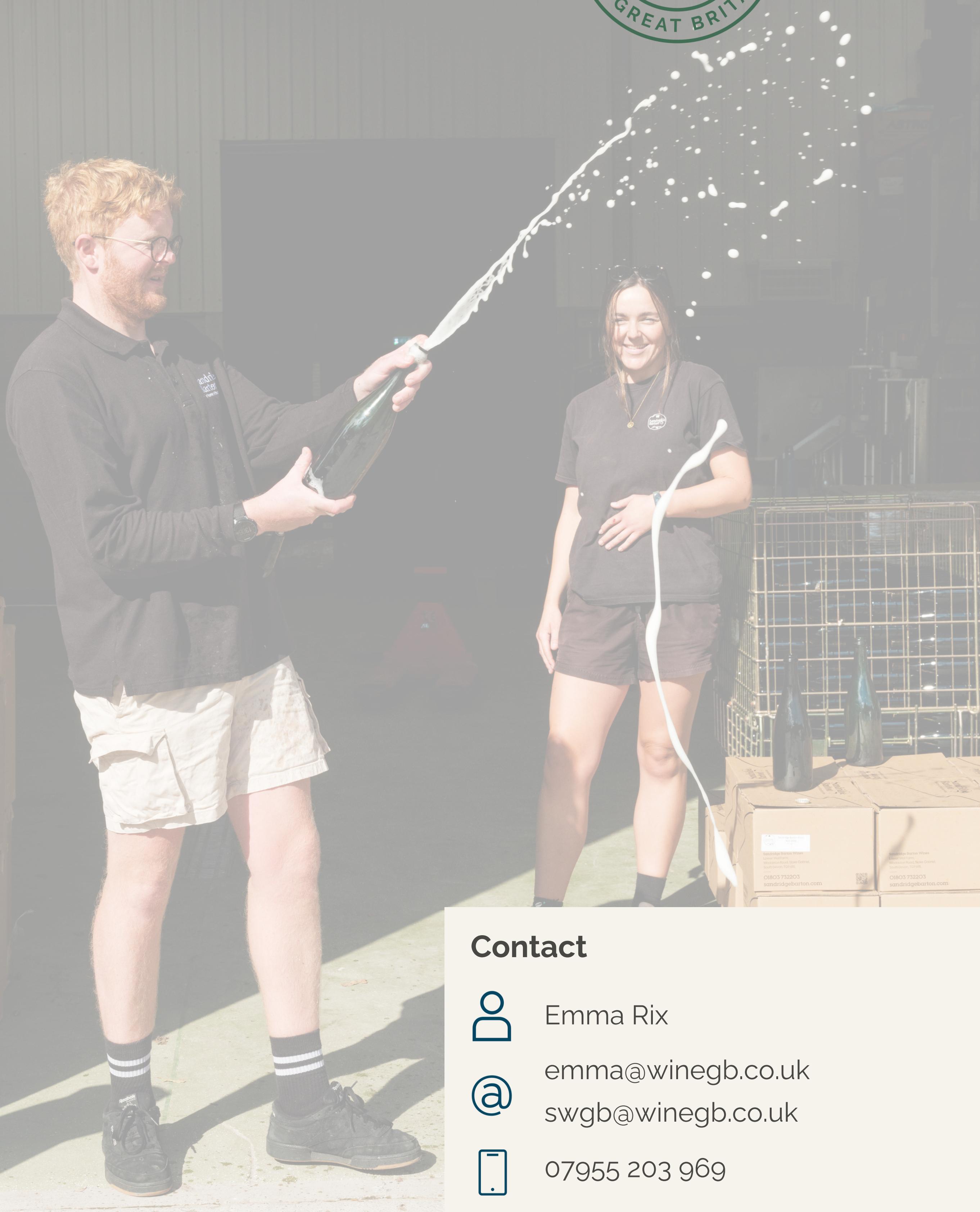
## Hiring Agency Workers Checklist

This checklist is for producers who want to hire from agency workers. It covers UK legal requirements.

Requirement	What You Must Do	How	Tick
GLAA Licence	Only hire from agencies listed on the GLAA public register	<a href="#">Public register website</a>	
Due Diligence	Monitor agency's employment practices	<p>Checking employment terms and avoid illegal deductions</p> <p>Confirm that the agency is not subcontracting to unlicensed providers.</p> <p>Create a system for workers to report concerns anonymously and safely.</p>	
Right to Work	Ensure all workers are legally entitled to work in the UK	<p>Request copies of right-to-work documentation from the agency and spot-check them.</p> <p>Follow official right to work check procedures to avoid liability.</p>	
Fair Pay	Confirm all workers receive at least the UK minimum wage	<p>Confirm that workers are paid at least the National Minimum Wage or National Living Wage.</p> <p>Review payslips and agency policies to ensure workers aren't being charged for PPE, transport, or accommodation unfairly.</p>	
Worker Welfare	Watch for signs of exploitation or unsafe conditions.	<p>Ensure agencies provide adequate training, PPE, and access to welfare facilities.</p> <p>Promote a zero-tolerance approach to discrimination, harassment, or exploitation.</p>	

Record Keeping	Document all checks and agreements with agencies	Keep logs of agency contracts, worker names, hours worked, pay rates, and right-to-work checks.	
Inductions and training	Ensure your agency staff are confident in doing the required work	Offer basic onboarding for agency workers to understand your workplace culture and expectations.	
Report any concerns	Ensure all staff understand how to provide feedback and report concerns to you and through official channels	Know how to report suspected exploitation to the GLAA or Modern Slavery Helpline.	

# WINE GB



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